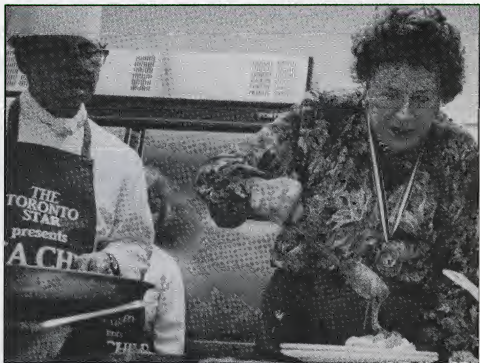


College must serve student needs first -John Rankin

John Rankin became president of George Brown on April 2, 1991, after two years as a vice-president of Mitel Corporation and a business career in telecommunications and consulting, including several years with Northern Telecom. He was also a community college teacher early in his career, has taught a university course, has served on the advisory committee of a college program and for the last three years has sat on the Council of Regents for Ontario colleges. He spoke to City College News in mid-April about his views and aims at the beginning of his term at George Brown.

CCN: In your view what are the differences between running a public sector organization and a private sector business?

Rankin: There's not as much difference as people on either side want to think there is. Sometimes people feel that within private enterprise you do whatever you want as long as you make your bottom line. There are a lot of important and meaningful constituents within private enterprise... obviously you make customers happy and satisfy their needs. We all have boards of directors who have a broad range of expectations of an organization, we have employee groups, we have minority and other groups who have expectations of corporations, so any CEO of a corporation has a lot of constituents and it really is a fallacy to think it's a simple business. The demands of those two different kinds of organizations are coming closer together. A lot is made about private enterprise meeting payroll and bottom line, and so forth: public sector organizations have bottom lines too, they're just different types of bottom lines...



CHILD'S PLAY- Cooking guru Julia Child wields an expert spoon in making caramelized pears in pastry at the School of Hospitality as George Brown apprentice Peter Gazziano, who assisted her, looks on. Child spent the evening of April 1 at George Brown talking with students and demonstrating cooking techniques in a visit sponsored by the School of Hospitality and the Toronto Star.

Running a large college you have to be just as cognizant of revenue streams, expense streams and your bottom line as you would in business. Once you start running a large organization, the similarities are those of bigness, and there are more similarities of bigness and managing bigness and complexity than there are differences.

CCN: Is the shift from telecommunications to colleges a change in career direction for you?

Rankin: It's an obvious change in

Inside:

FAREWELL DOUG LIGHT

A special eight-page section featuring coverage of all campus events and the gala retirement dinner.

career direction, but it's not as different as a lot of people would think. Often people assume because I've worked for the last 10 years with telecommunications manufacturers that I'm a high-tech kind of guy, and I know all about technology. I never had a strong background in telephony. I'm actually a chemist and an MBA, not an electrical engineer.

In the human resources job at (Northern Telecom) I didn't need to know the technology. Even when I moved to Mitel and became responsible for an operating unit, I found that at a senior level, the interfaces I had with customers were looking at savings that telephone systems could make for them, the added benefits. I very seldom got involved with technology. I didn't need to understand it, and I didn't understand it - it was businessperson to businessperson.

I got things done internally through competent staff, understanding their strengths and weaknesses, and work-

Continued on page 2.

Rankin interview

Continued from page 1.

ing with them to solve problems. They knew the technology.

CCN: What specific opportunities do you see here at George Brown, both for yourself and the organization?

Rankin: I think, like so many good things, not enough people know what we have here. We already have one of the leading colleges in North America in the areas of meeting the needs of its community; of allowing access to educational opportunities; integrating a multiculturally diverse group of students; helping local organizations deal with a number of real issues; (being) what community colleges really can be – truly linked to their communities. We're doing a tremendous job. I think the challenge is to have more people understand we're doing that ... to appreciate that, and perhaps to get governments over time to look at the way things are funded and supported to reinforce many of the things we're doing....We have an opportunity to take our light out from under the bushel.

CCN: Do you come to this job with a sense of how colleges should evolve to meet the obviously rapidly changing needs of our economy?

Rankin: A lot of what we need to do as colleges, and as George Brown, we already know....Vision 2000 was a marvellous document. From the pieces I've seen here of the strategic planning that's gone on in the college... and what the deans tell me; what the students tell me; what Doug Light has told me, I get a sense that most of what needs to be done people are aware of, and I'm quite comfortable with the direction of George Brown and the (college) system. What I think I can do to help, and what is really needed, is how we make these things happen.... I see my challenge as primarily one of working with people to achieve what we know needs to be done, rather than spending great amounts of effort trying to decide where we should go. It's an implementation issue.... Successful implementation is sometimes more difficult than visioning and deciding where we want to go.

CCN: How soon should people start

to see some impact of your leadership in implementing any changes?

Rankin: I hope people from the very beginning see things, because as much as I like to think and plan and consult with a lot of people, I also fix things as I find them, when I find them. If there was anything that I stumbled across on day one that I thought was inappropriate, and was appropriate for me to fix by myself without great consultation, I would have done it day one. Doug Light was a fine executive and so the changes often won't be so dramatic because I'll do many things the way he would have.



"I will be very interested in any area that provides better service to our customers and better quality to our customers. If we all focus on that, the whole organization will become better."

CCN: You're very interested in our services to students, our customers. Can you talk about that?

Rankin: There are a few areas where I'm not very patient. One of them is endless debates about who the real customers of the colleges are. I know some colleges and some people think that it's employers and so on. I don't think there is any question, and I

won't even entertain the debate. I think our primary customers are students. They are why we exist. Students pay my salary one way or another. Everything we do, we should always test (by asking), "Is this really meeting the needs of our students?" If we do that we'll deliver quality programs, and over the long term we will prosper. I will be very interested in any area that provides better service to our customers and better quality to our customers. If we all focus on that, the whole organization will become better. A primary interface with our customers is our staff. It's very important that we listen to their needs and help them do their jobs. All of us in administration should look at serving the first level of service, which is the staff, and ultimately the students.

CCN: We're now in a situation of controlled growth because of funding limitations. Do you imagine this situation changing, and how will it change?

Rankin: I think we're going to have to cope with (controlled growth). Just how I will want to cope with it, and what strategies I have available I don't know yet.... Longer term I would hope that the answer is some modest rationalization across the college system....When controlled enrolment means that somebody doesn't get what they want anywhere in Ontario or it's so far away that they have to back away from their choice, that's sad for the system and sad for us. But if controlled enrolment means that instead of coming to George Brown somebody goes to Humber I don't feel terrible about that. So my focus will be making sure we don't have controlled enrolment in areas where we have unique programs, where we truly are the leaders, or where geography would make it imperative.

CCN: Is there anything you'd like to communicate with staff that we haven't covered?

Rankin: Anytime there's a new (president) people always make assumptions. I would hope everybody has a chance to get to know me; then they can make their judgments of me over time based on experience. I would hope staff will measure me as I will measure them. That is, in making progress towards their objectives rather than achieving them all overnight.

FAREWELL

DOUG LIGHT



PRESIDENT
OF
GEORGE BROWN COLLEGE
1978 to 1991

TRIBUTES

"The dedication and hard work that Doug Light has demonstrated over the last three decades is most commendable. He may take justifiable pride in his fine record of achievements and his service to young people and the community at large."

BOB RAE
Premier of Ontario

"He's a man of considerable integrity who has not only a broader vision of education, but a willingness to reach out to the larger community in a meaningful way. Under his leadership, George Brown College has reached out extensively and effectively, and has provided leadership for the entire college system of Ontario. In my view, the primary credit for this goes to Doug. His retirement will be a real loss for the community college system in this province."

JIM TURK
*Acting Chairperson,
Ontario Council of Regents,
Director of Education,
Ontario Federation of Labour*

"Doug Light will be missed, but his contribution to post-secondary education will not be forgotten. His dedication and foresight have firmly established George Brown College as an educational institution that continues to progress into the future — for our future."

ART EGGLETON
*Mayor,
City of Toronto*

"It was a great joy to work with Doug Light. He is a real innovator who adapted the college system to modern realities. He has made a real mark in the education system in Ontario."

DAVID PETERSON
Former Premier of Ontario

"Doug Light has been a strong participant in the work of the Board of Trade for more than 20 years. I have always viewed him as a major link between education and business in this community. He moves very easily between the two worlds, and that has helped us tremendously. His style elicits co-operation. He's a positive-minded person and always a pleasure to work with."

JERRY COLLINS
*General Manager,
Board of Trade of Metropolitan Toronto*

"Doug Light has put the word *community* back into community college. He supports and encourages programs and organizations which serve the needs of those least able to access more traditional education. His work in the community has made George Brown College a model which other colleges would do well to follow."

LINDA TORNEY
*President,
Labour Council of Metropolitan Toronto
and York Region*

"What impresses me about Doug Light is that, under his leadership, George Brown College has developed a magnificent outreach network in the community which can serve as a useful model for other educational institutions."

RICHARD ALLEN
*Minister of Colleges and Universities
and Minister of Skills Development*

"Doug Light — a legend in his time and a legendary figure in the Ontario colleges' pantheon. Fiercely loyal to the colleges he has served, always willing to share for the good of the system and, above all, ever tolerant of, and helpful to, a newcomer who will miss him sorely."

CHRISTOPHER TRUMP
*Executive Director,
Association of Colleges of Applied Arts
and Technology of Ontario*

"Douglas was one of the truly stimulating members of the Committee of Presidents at the time that I was responsible for the colleges. He had a lot of ideas and inventive concepts, and he had a solid educational background. The one thing I remember vividly is his diplomatic capacity, which I probably expended excessively in all of the negotiations that led up to the development of the Ontario Hostelry Institute. I view his tenure at George Brown with a great deal of warmth."

BETTE STEPHENSON
*Minister of Colleges and Universities
1978 - 1985*

"Doug always defined the role of president as conductor of the symphony and not lead trumpet. His ability — even in the most trying times — to project a sense of caring about an individual is almost legendary. Doug always finds a way to make people feel that their problems matter ... that the president is in touch with each of them."

TOM NORTON
*President,
Association of Canadian Community
Colleges*

THREE DECADES OF EDUCATIONAL EXCELLENCE



1959 - 1963 QUEEN'S UNIVERSITY

Doug Light is an assistant and then an associate professor of metallurgy at Queen's University, where he is involved with research as well as teaching. After working as a metallurgist in private industry for five years, his arrival at Queen's marks the beginning of a lifetime commitment to education. It is also a return to his alma mater, where he graduated in 1952 (photo) with an Honours Bachelor of Science and in 1954 with a Master of Science degree.



1963 - 1967 RYERSON POLYTECHNICAL INSTITUTE

Doug Light's administrative talents are recognized. He is Ryerson's director of Metallurgical Technology and assistant chairperson of the Chemical Instrument and Gas Technology department. He is also involved in extension classes and summer courses for secondary school teachers and continues to run a private consulting engineer's office.



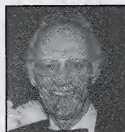
1967 - 1971 HUMBER COLLEGE

Initially misjudged as a "serious and sombre" person by Humber colleagues, Doug Light's sense of humour becomes "legendary" at the new college. As dean, he helps to build Humber — literally from the ground up — by taking charge of overall planning of the physical plant, hiring academic administrators, and helping to develop curricula and educational services. Named vice-president in 1968, Doug is responsible for all post-secondary, apprenticeship, and continuing education programs.



1971 - 1978 CENTENNIAL COLLEGE

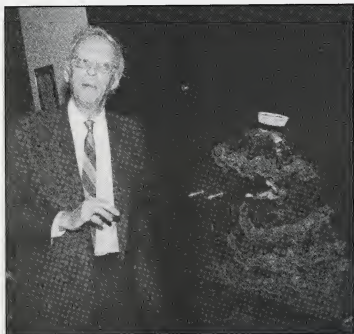
Doug Light is president of this fast-growing college which has more than 5,000 full-time students at the time. During his term, Centennial moves from eleventh to seventh place in size among Ontario colleges, an alumni association is formed, and the graduation rate increases. Doug's tenure also includes a major re-organization of administration, the completion of Ashtonbee Campus and the beginning of construction at Progress Campus.



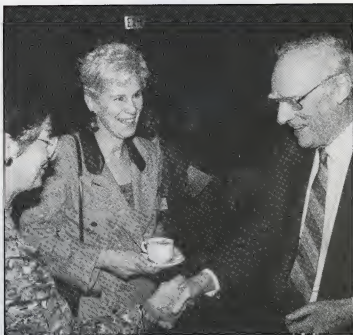
1978 - 1991 GEORGE BROWN COLLEGE

During Doug Light's 13-year term as president, the college vastly increases the breadth and depth of its programming and services and achieves a major increase in post-secondary enrolment. Under Doug's personal direction, George Brown also nurtures close partnerships with organized labour, community groups, social service agencies, other educational institutions, businesses, and industry. These co-operative ventures provide opportunities for new Canadians, women, unemployed youth, senior citizens, and people with disabilities. The college develops an outstanding reputation in many program areas. With Doug Light's encouragement, George Brown also becomes a national leader in community outreach, affirmative action for women, race and ethnic relations, accessibility, literacy and remedial education.

FAREWELL FROM ST. JAMES



Doug Light reacts to the joke of an ornate lamp presented by support staff at St. James. Staff also welcomed him to the campus, where his George Brown Foundation office will be located, with a spoof list of procedures for lining up at the School of Hospitality bakeshop – including the admonition that "seniority or status in the college has no bearing on this activity."



Nursing teacher Marion Goltz (left) and retired nursing teacher Joan Lloyd chat with Doug Light at the March 22 reception in Plumer's Dining Room.



Theatre students wished Light a happy retirement with a song written by music teacher David Walden that included the chorus: "Thank you for doing one hell of a job... soak up the sunshine in Florida fashion; forget all the meetings and boards of directors; you're free as a bird and your uncle is Bob."



Former George Brown Health and Safety Officer Jack Nicolle, who now works at Centennial College, presents Light with an award from the College, University and School Safety Council of Ontario. He also got a T-shirt, shorts and sunglasses from the student council, and a cheque for the D.E.Light Scholarship fund.

FAREWELL FROM CASA LOMA



Light gets a hard hat from Technology and Science Dean Shirley Holloway at the Casa Loma reception on February 28. She also gave him a brick painted gold, and publicly repaid what she said was his "loan" to her division's budget with one small denomination copper coin.



Math teacher John Goertzen (centre) and gemmology teacher Kristel Klocke swap stories with Light at the reception held in the staff lounge at 160 Kendal Ave. Lorenzo Mariconda presented Light with a cheque for the D.E. Light Scholarship fund on behalf of Casa Loma staff.



Light thanks Community Outreach Chairperson Jo Lee for a "book of memories" – an album with photos showing events in the five-year history of the Community Outreach Department. Access Division Dean Terry Dance later led a chorus of what she said was Light's favourite song – Solidarity Forever.



Former electro-mechanical department chairperson George Danac, who is now retired, said he was going to "roast" Light – then produced a barbeque for him from staff at Casa Loma.

FAREWELL FROM KENSINGTON/NIGHTINGALE



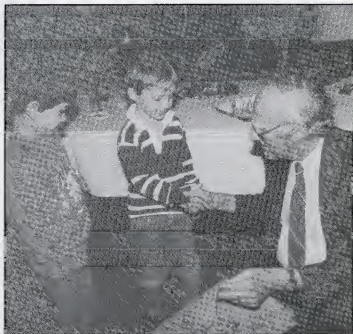
Julie Harrington (centre) and Pam Doyle-Easton speak with Light at the reception at Kensington/Nightingale on February 27.



Light admires a cake decorated like a cheque for the D.E. Light Scholarship fund from staff at Kensington and Nightingale Campuses. He also was given a caricature of himself wearing a kilt – a costume he wore at a retirement party for another staff member a few years ago.

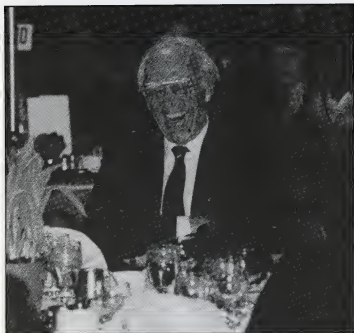


Light chats with Laura Lothian-Bryant (left) of the Services for the Deaf and Hard-of-Hearing Department, Language Training teacher Des Rodgers and Academic Division secretary Maureen Henriques at the reception.



Light is given a handmade greeting card from children in the Learning Centre Day Care at Kensington Campus by Mark Tsujimoto (left) and William Lockett, who are both five.

GALA RETIREMENT DINNER



Doug Light was the target of dozens of affectionate jokes at a gala retirement dinner at the Metro Toronto Convention Centre on March 4. More than 350 people attended the event including present and past colleagues, friends, and representatives of all levels of government.



George Brown Board of Governors Chairperson Linda Geluch presents Light with a declaration establishing the D.E. Light Scholarship. A portion of the ticket price for the evening went to the fund. Geluch, who hosted the evening, said Light set a "standard for commitment, caring and creativity."



Doug Light's son, Reagan, and wife, Helen, join him for the special evening. Speakers at the event included Colleges and Universities Minister Richard Allen, Humber College President Robert Gordon, and former Council of Regents chair Charles Pascal.



Light jokes with retired George Brown teacher Eric Lord, who for many years was president of the academic staff local of the Ontario Public Service Employees Union at the college. The evening was an opportunity for old friends and colleagues to meet.

MEMORIES



1983: Doug Light and Peter Felder (right) take Prime Minister Pierre Trudeau on a tour of Kensington Campus.



1988: Doug Light shook the hands of tens of thousands of graduates over the years. Here he congratulates Governor General's Award winner Susan Sandul at the college's June convocation.



1990: George Brown goes green! Doug Light and Board of Governors Chairperson Linda Geluch plant a tree at St. James to mark the beginning of a campaign to increase recycling, reduce waste, and minimize the college's impact on the environment.



1991: Light gets a gift from Linda Torney, President of the Metro Toronto Labour Council, at a college/council-sponsored graduation ceremony. George Brown developed close ties with community groups and organized labour in recent years.

Events

May 1 - Mixed basketball, from April 17 through June 27, Casa Loma gym. Seniors play Wednesdays from 5 - 8 p.m., juniors play Thursdays from 5 - 8 p.m.

May 2 - Avenues to Fashion - Open house, Fashion Division, Kensington Campus, 10 a.m. to 7 p.m. Featuring displays, demonstrations and information in: fashion design and management, apparel pattern drafting, sewing machine technician, furniture production and design, furniture woodwork and upholstery, hairstyling, ceramics, jewellery arts and repair, gemmology, and gem setting. Plus an ongoing fashion show and special "career update" forum at noon. Free admission. For information, call 867-2382.

May 7 - Board of Governors meeting, 500 MacPherson, 5 p.m. All welcome. Call Enid Bailey at 944-4479.

May 9 - Staff development seminar: Building Wealth. St. James Campus, 200 King St. E, noon to 1:30 p.m. For information, call Staff Training and Development at 944-4661.

May 14 - Staff development seminar: Plumbing for the Homeowner (Faucet Repair), Casa Loma Campus, 160 Kendal, room C-417, noon to 1 p.m. For information, call Staff Training and Development at 944-4661.

May 16 - College Council meeting, 8:45 - 11 a.m., 500 MacPherson, boardroom.

May 16 to 18 - George Brown Theatre School production: The Unguarded Dream, written by the late Canadian playwright John G. Douglas and directed by Performing Arts Chairperson Heinar Pillar. MacMillan Theatre, University of Toronto, 8 p.m. each night. The play is a historical drama about Canada from Sir John A. Macdonald to Bill Vander Zalm, including other characters such as Vikings, General Wolfe, Laura Secord, Samuel de Champlain, and Queen Victoria. The production features all theatre arts students. Tickets \$19 for adults, \$14 for students, seniors and college staff members. For information call the Theatre School at 867-2170.



LOOKING FOR RECRUITS - Technology students Martin Alexander (right) and Azeem Ziodean (second from right) chat with Metro Police recruiting officer Lionel Trinidad at a job fair held at St. James in late March. Hundreds of students talked with employers including Xerox, Crown Life, Bell and the Armed Forces.

May 20 - Victoria Day holiday. College closed.

May 21 - Staff development seminar: Personal Career Planning Opportunities. St. James Campus, 200 King St. E., room 663, 9 a.m. - 4 p.m. For information, call Staff Training and Development at 944-4661.

May 22 - Get FITT Day, (Get Females into Technology and Trades Day) Casa Loma Campus. This half-day event aims to encourage women to pursue non-traditional careers in technology fields. Workshops, tours and presentations will be held for participants, who are female Grade 8 students. For information, call the Liaison Office at 867-2062.

May 24 - St. James Campus environment committee meeting, 10 a.m. to noon, room 310, 300 Adelaide St. All welcome. For information call Fiona Huebner at 867-2064.

May 25 - Staff development seminar: Race and Ethnic Relations. Open to full-time faculty. 9 a.m. - 4 p.m., St. James campus, 200 King St. E., room 541. Led by Charles Novogrodsky. Continues on May 26.

May 27, 29, June 3 and 5 - Staff development seminar: Intermediate Companion for WordPerfect. Casa Loma Campus, 146 Kendal Ave., Room E-132, 9 a.m. - noon. For information, call

Staff Training and Development at 944-4661.

May 30 - Seventh annual Metro area support staff conference: Today, tomorrow and beyond: Get involved with your environment, Sheridan College, Oakville. Featuring workshops, speakers, displays. Workshop leaders from George Brown are Owen Pearce, Olga Zamora, Tom Tomassi, Marie Heron, Alison Critchley and Yvonne Anderson. Special bus transportation to Sheridan from George Brown is being arranged. For information, call Staff Training and Development at 944-4661.

May 31 and June 7 - Staff development seminar: DBase III Plus Training. Casa Loma Campus, 146 Kendal Ave., room E-132, 9 a.m. - noon. For information, call Staff Training and Development, 944-4661.

June 4 - Staff development seminar: A College Financial Perspective. St. James Campus, 200 King St. E., room 663, 9 a.m. - noon. Led by College Controller Kathie Cestnick. For information, call Staff Training and Development, 944-4661.

June 11 - Staff development seminar: Macintosh Training for Microsoft Word. Casa Loma Campus, 146 Kendal, room E-119, 9 a.m. - 4 p.m. For information, call Staff Training and Development at 944-4661.

Names in the News

George Brown's new Director of Physical Resources is **Todd Teasdale**, who joins the college from Northwestern General Hospital in Toronto. He has a degree in mechanical engineering from the University of Waterloo.

Administrative officer **Marg Barron** is retiring from the Physical Resources Department at the end of April when she'll begin a career in real estate sales in Toronto's west end. Barron has spent the last two years taking evening courses at George Brown's real estate department at St. James to earn her license.

School of Business and Graphic Arts Dean **Jim Ross** is now also Acting Dean of Nursing. He is temporarily responsible for George Brown's Nursing and Nursing assistant programs at St. James. Nursing teacher **Maureen Komlos** has been seconded to be a chairperson of the Nursing program for a one-year term starting in April.

Electronic Engineering graduate **Markus Ishaya** has been appointed Civil Commissioner for Education in the Plateau State government in his native Nigeria. Ishaya, who studied at George Brown between 1974 and 1976, and again between 1979 and 1981, was a doctoral candidate in educational administration and planning at the University of Jos Nigeria before his appointment.

Another technology graduate whose career has taken an interesting turn is actor **Graham Greene**, who was nominated for an Oscar this year for his supporting role in the award-winning film *Dances with Wolves*. Greene studied welding at George Brown twenty years ago after dropping out of high school. After building railway cars in Hamilton for a few years, Greene drifted into the music business as a roadie and recording studio engineer. His acting career began in 1974 when a friend invited him to try a small part in a Toronto workshop production. While his acting career seems to be firmly established, his trade may come in useful someday. "If I never get another acting job... I can always go back to welding," he's reported to have said. Greene is now starring in *Dry Lips Oughta Move to Kapuskasing* at the Royal Alexandra Theatre.



OUR GRAD IN OUR TOWN - Theatre Arts graduate **Ann Baggley** will play Emily, the female lead in this summer's Stratford production of Thornton Wilder's *Our Town*. She also has parts in Moliere's *School for Wives* and Michel Tremblay's *Les Belles Soeurs*. "I'll be exposed to some great actors. I'll have to work really hard, but I know I'll love every minute of it," she says. Baggley has been working continually since she graduated in 1989 - no small feat in the theatre business - most recently at the Grand Theatre in London, Ont. She's also one of nine George Brown graduates to be featured in a brochure that is being sent to all college applicants this spring and summer. "We want to show applicants in a concrete way that a George Brown program can be the start of a successful career," says College Communications Manager **Jill Holroyd**. Baggley agrees. "I'm really glad I went to George Brown, because it's wonderful, wonderful training.... What I got was a very serious, very disciplined approach to theatre that helped me in coming out into the world."

City College News

is a publication of the Continuing Education and Marketing Division of George Brown College at 258 Adelaide St. E., Toronto, Ontario M5A 1N1. (416)867-2060. Editors: **Jill Holroyd** and **Neil McGillivray**. Writers: **Neil McGillivray** and **Mary Ann Horgan**.

George Brown  The City College

George Brown staff continue to rack up more publishing credits: **Thom Sunega** has written a text called *Know More English* published recently by Prentice-Hall. Sunega is a teacher in the Academic Skills Department of the Access Division.

Hospitality teacher **Helen MacCallum** got a prized accolade from the culinary deity **Julia Child** during her visit to the college in early April. (See photo on page 1.) MacCallum trussed a duck for cooking that was "just about as neat as I've seen," according to Child. Child called the dish *Designer Duck*, and recommended cooking as a profession because "you can eat your work."

Friends of the late **Ron Cope** are in the process of the raising funds to establish a resource centre for hearing impaired students in his name at York University. Cope was director of the former Support Services for the Handicapped department at George Brown for many years until his death in March, 1984. His friends, and the university, have set \$60,000 as a goal to equip the resource centre in one of the university's libraries. For information about the fund call **Diane Bates** at 736-5010.

The Human Resources Department reports the following staff changes:

New Health and Safety Officer at George Brown is **Blaine Larock**.

New support staff include **Sharon Dobson** and **Ronald Gosciminski** in Services for the Deaf and Hard-of-Hearing; and **Joseph Mariconda** in Caretaking at 160 Kendal.

Staff transfers include: **Cynthia McDonagh**, who moves from Finance to the President's Office at 500 MacPherson; **Lois Athanasiu**, who moves from Job Start at 1 Dartnell to the Futures program at 258 Adelaide St.; and **Susan Dadswell**, who moves from Services for Deaf and Hard-of-Hearing at 146 Kendal to Kensington Campus.

Retiring from the college are: **Stanley Bauld** from Caretaking at Casa Loma and **Silvin Silzer**, from the School of Technology and Science.

Leaving the college are: **Debra Burgess**, **Robert Overall**, and **Dean Will**.